ZOPP

Objectives Oriented
Project Planning

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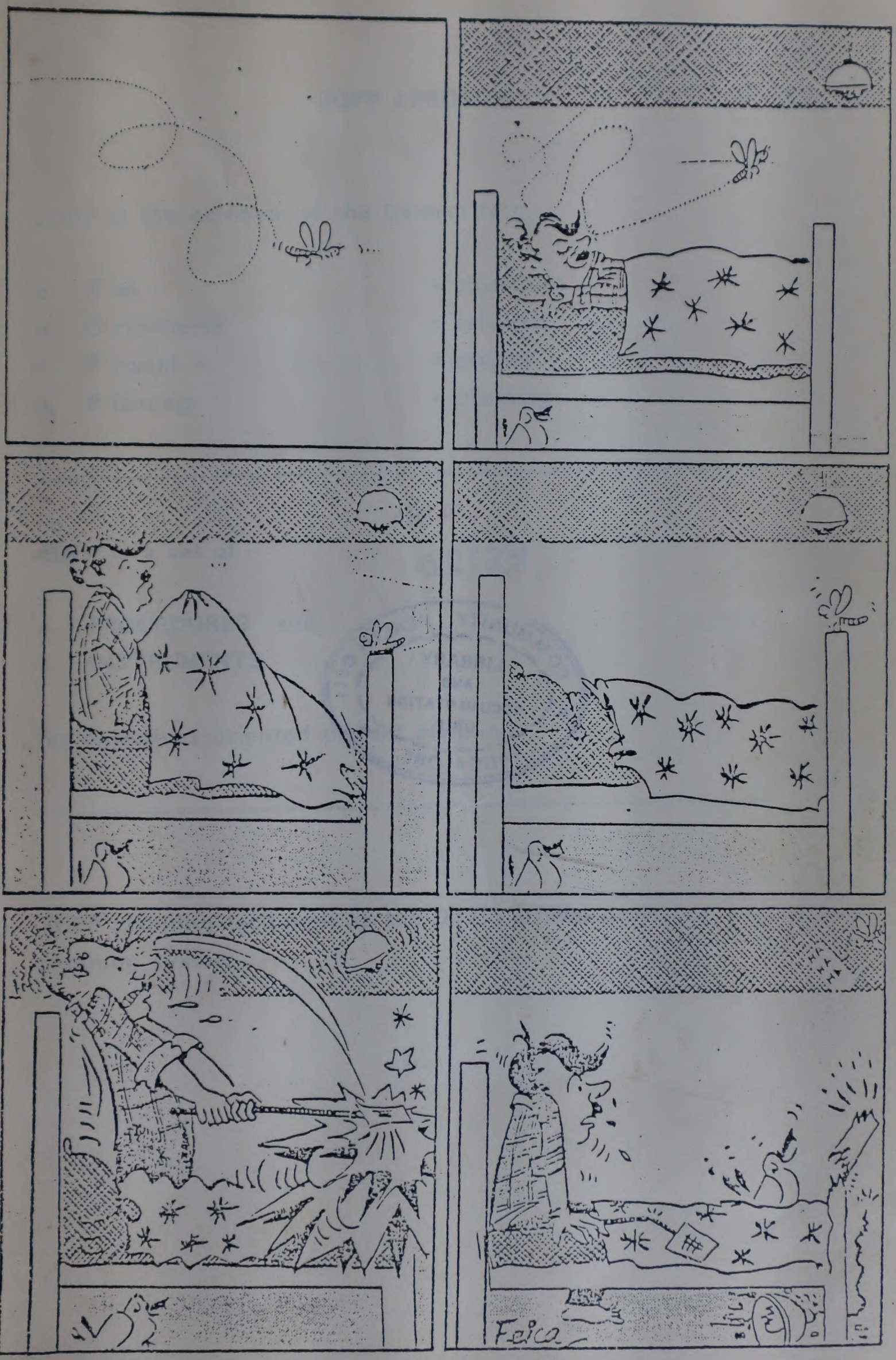
THE LAST WORD...



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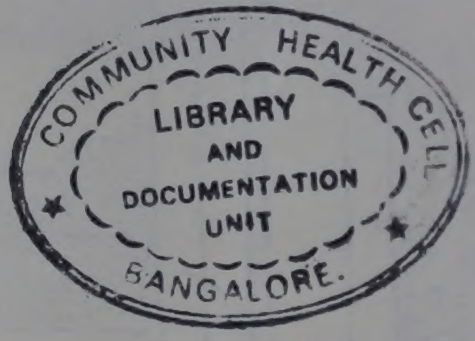
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ZOPP APROACH

ZOPP is the acronym of the German term

- o Z iel - = objectives
- o O rientierte = oriented
- o P rojekt - = project
- o P lanung = planning

ZOPP is a set of

- o PROCEDURES and
- o INSTRUMENTS

for objectives-oriented project planning.

ZOPP planning technique is the GTZ's official project planning system

ZOPP APPLICATION

* ZOPP is one workable system

* ZOPP is an open system

* ZOPP is as good as the planning team

* ZOPP generates a consensus of different opinions through the planning process

* ZOPP needs realistic application

MAIN STEPS OF ZOPP

I. Steps of Analysis

* Participation Analysis
* Problem Analysis
* Objectives Analysis
* Alternatives Analysis

II. Project Planning Matrix

* Objectives / Activities
* Important Assumptions
* Objectively Verifiable Indicators
* Means of Verification

PROBLEM ANALYIS

Is a set of technicues to:

- analyse the existing situation surrounding a given problem condition

- identify the maior problems in this context

- define the core problem of a situation

- visualize the cause-effect relationships in a diagram (Problem Tree)

HOW TO DO THE PROBLEM TREE

Step 1 Identify major problems existing within the stated problem situation (brain-storming)

Step 2 Write up short statement of the core problem

Step 3 Write up the cause of the core problem

Step 4 Write up the effects caused by the core problem

Step 5 Form a diagram showing the cause and effect relationship in the form of a problem tree

Step 6 Review diagram as a whole and verify its validity and completeness

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PROBLEM ANALYSIS

Note:

1. Word problems as negative conditions.

2. One problem per card.

3. Identify existing problems, not possible, imagined or future ones.

4. A problem is not the absence of a solution, but an existing negative state.

No pesticides available	Harvest is infested by pests
WRONG	RIGHT

5. The position on the problem tree does not indicate the importance of a problem.

OBJECTIVES ANALYSIS

Is a set of techniques to:

- describe the future situation that will be achieved by solving the problems.

- identify potential alternatives for the project.

HOW TO DO THE OBJECTIVES TREE

Step 1 Restate all negative conditions of the problem tree into positive conditions that are:

- desirable and

- realistically achievable.

Step 2 Examine the "means-ends" relationships thus derived to assure validity and completeness of your diagram.

Step 3 If necessary:

- revise statements

- add new objectives if these appear to be relevant and necessary to achieve the stated objective at the next higher level

- delete objectives which do not seem to be expedient or necessary.

ALTERNATIVES ANALYSIS

Is a set of techniques to:

- identify alternative solutions which could be project strategies

- select one or more potential project strategy

- decide upon one strategy to be adopted by the project.

HOW TO DO THE ANALYSIS OF ALTERNATIVES

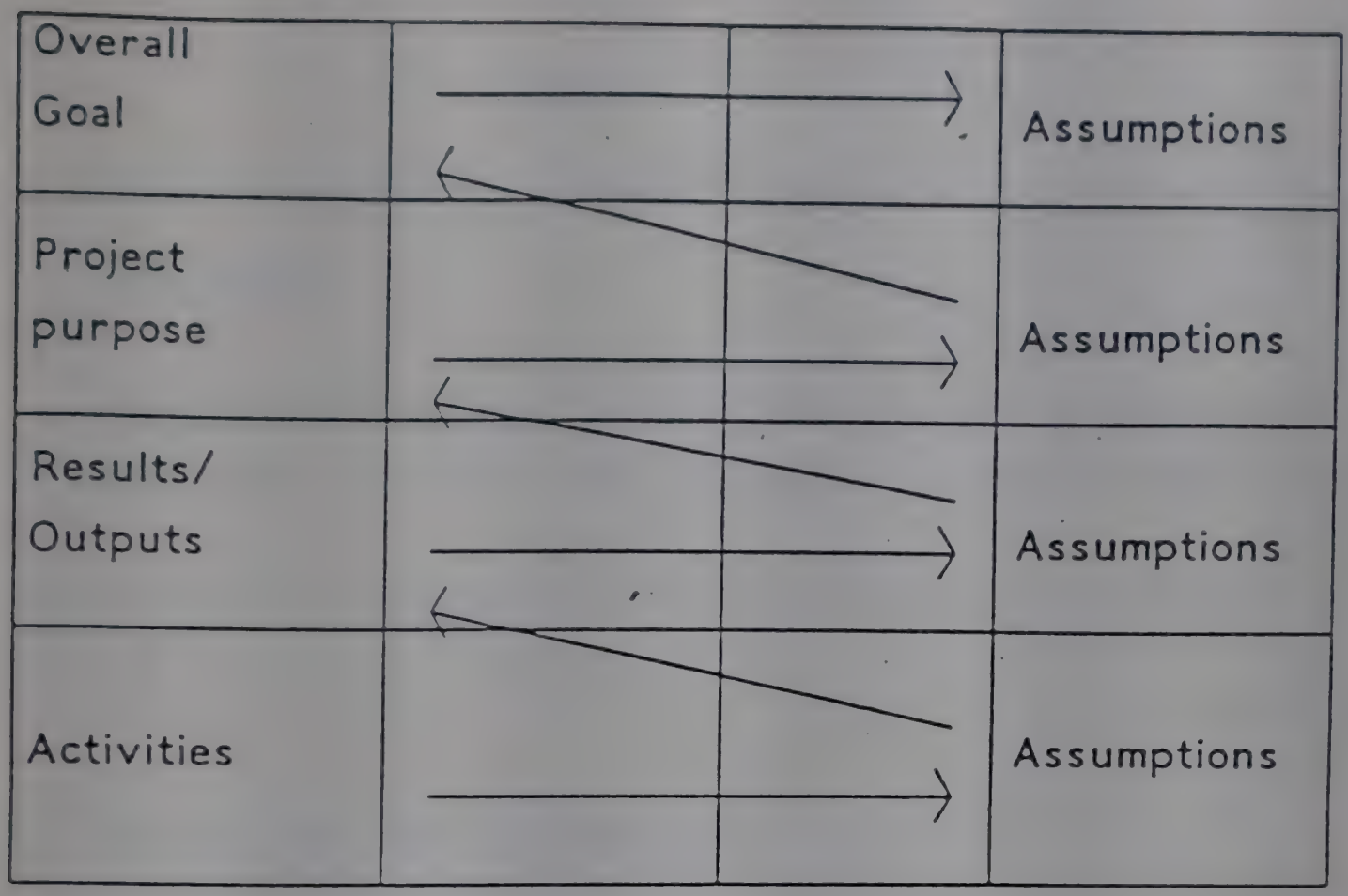
Step 1 Identify objectives you do not want to pursue (not desirable or achievable)

Step 2 Identify differing "means and ends" iadders, as possible alternative project strategies or project components

Step 3 Assess which alternative in your opinion (criteria) represents an optimal project strategy by using criteria such as:

- resources available
- probability of achieving objectives
- political feasibility
- cost-benefit ratio
- social risks
- time horizon
- sustainability
- etc.

PPM: Vertical and horizontal logic



Vertical logic

Overall goal →	Indicator →	Means of Verification	
Project purpose →	Indicator →	Means of Verification	
Results/ Outputs →	Indicator →	Means of Verification	
Activities	Specification of inputs/costs		

Horizontal logic

ASSUMPTIONS

Definition:

Conditions that must exist if the project is to succeed but which are not under the direct control of the project:

How to word the assumptions:

- assumptions can be derived from the objective tree
- assumptions will be worded as a positive condition (c.f. objectives)
- assumptions will be weighted according to importance and probability.

EXAMPLE:

Enough jobs
available
for graduates.

OBJECTIVELY VERIFIABLE INDICATORS (OVI's)

- Objectively verifiable indicators define the performance standard to be reached in order to achieve the objective

- They specify what evidence will tell you if an overall goal, project purpose or result/output is reached

  in terms of

  - quantity — how much?
  - quality — how well?
  - time — by when?
  - location/area — where?

- They focus on <u>important characteristics</u> of an <u>objective</u> to be achieved

- They provide a <u>basis</u> for <u>monitoring</u> and <u>evaluation.</u>

MEANS OF VERIFICATION (MOV)

Tell us:

- Where we get the evidence that the objectives have been met

- Where we can find the data necessary to verify the indicator

Some important questions:

- Are the MoVs available from normal sources?
  (statistics, observation, records)

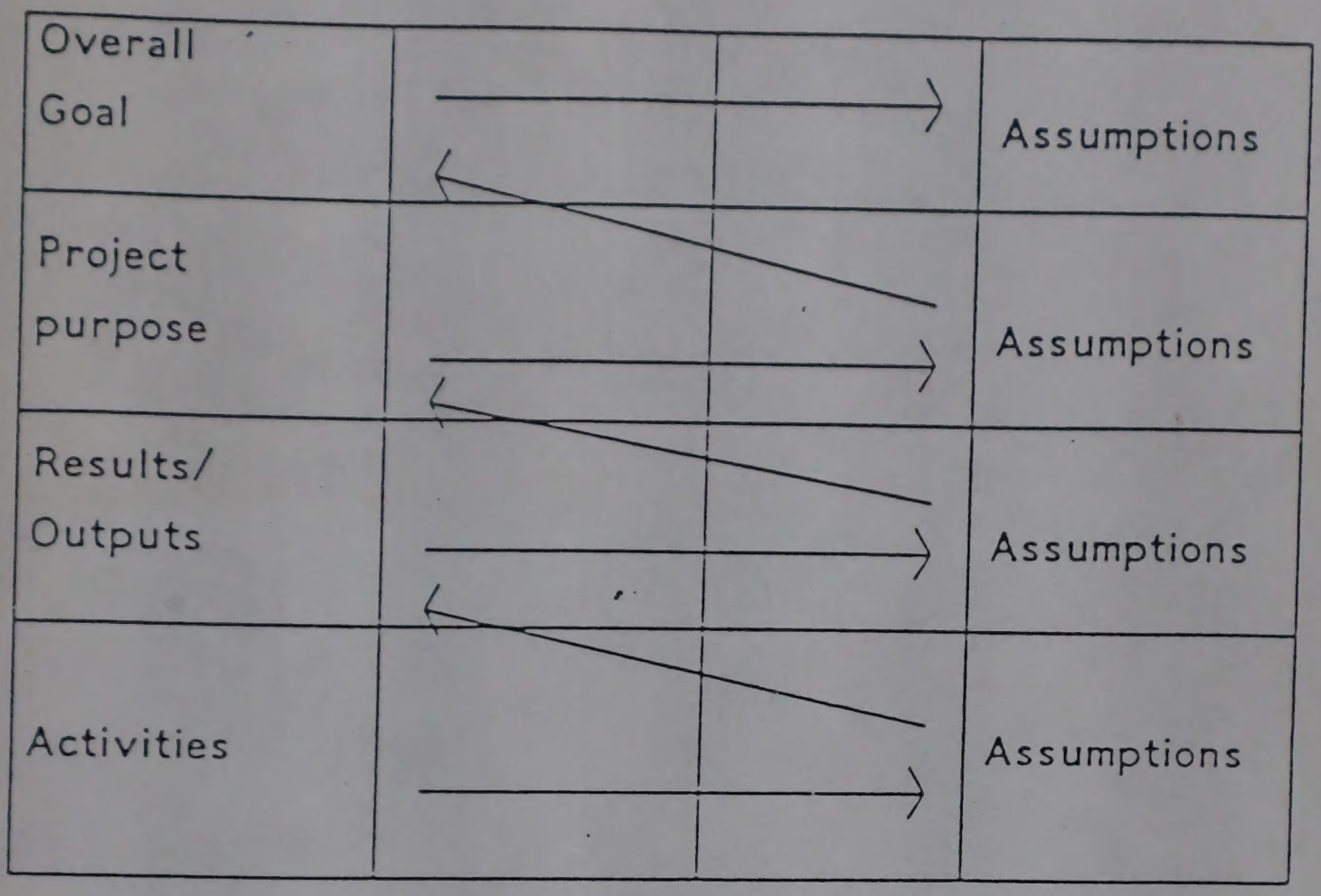
- How reliable are the sources?

- Is special data-gathering required?
  If so, what will it cost?

- Has a new source to be created

- If we cannot find an MoV, the indicator has to be changed!

PPM: Vertical and horizontal logic



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